

Management Analysis Report 2025

Introduction

During this year, Oman Oil Marketing Company SAOG (OOMCO) was able to achieve extra miles through the expansion in the number of service stations as well as the variety of the products and services provided to the customers.

The company continues moving forward with the development of modern technologies and smart solutions for fast and secure purchases.

We are committed to promoting and contributing to the economic and social progress in the Sultanate of Oman as we continue to innovate, enrich, and develop in all sectors of the industry. Moreover, our teams work to provide maximum services for customers to facilitate and provide their consumer requirements.

We will always continue to achieve our ambitions with the ongoing developments in the Sultanate derived from the Oman Vision 2040, which is driving the company and the progress of the Sultanate in the coming year.

Health, Safety, Environment, Quality, and Sustainable Development

At OOMCO, our employees, customers, and the communities we serve are our most valued assets. We remain fully committed to providing a safe and secure working environment, safeguarding the public, and protecting the Company's properties and assets.

In 2025, OOMCO achieved a significant safety milestone by recording zero Lost Time Injuries (LTI) over more than 7 million working hours, following the last LTI recorded in February 2025. The Company also successfully completed over 20 million kilometers of fuel transportation across Oman without any major road traffic accidents, since the last major road traffic accident recorded in April 2025, demonstrating OOMCO's continued focus on safety excellence and risk mitigation across its operations.

To sustain a safe workplace, service stations, and retail environment, OOMCO implemented a range of innovative safety initiatives during 2025 through its Road Safety Campaign, HSEQ Week, heat stress awareness programs, and a public road safety campaign conducted during the Khareef season. These initiatives actively engaged employees, contractors, customers, and key stakeholders, reinforcing a strong culture of health, safety, environmental responsibility, and shared accountability.

In addition, OOMCO launched the Contractor Safety Forum to share annual HSEQ performance statistics and to recognize and reward best-performing contractors for their outstanding safety performance, further strengthening contractor engagement and safety leadership across the value chain.

Emergency preparedness remained a top priority throughout 2025. The Company conducted multiple emergency drills to enhance response capabilities across road transportation, aviation operations, marine operations at Duqm Terminal, and warehouse operations. Furthermore, specialized workshops were delivered in collaboration with Civil Defense, OPAL, and contractors to review emergency response procedures, strengthen coordination, and enhance overall preparedness and operational resilience.

OOMCO's HSEQ culture is deeply embedded across all operations, integrating policies, best practices, and continuous monitoring. The company strategically implements policies, conducts audits, and develops performance reviews to drive ongoing improvement. In 2025, OOMCO successfully completed its external surveillance audit conducted by SGS, maintaining compliance with six internationally recognized management system standards: ISO 9001 – Quality Management System

- ISO 14001 – Environmental Management System
- ISO 45001 – Occupational Health & Safety Management System
- ISO 22000 – Food Safety Management System
- ISO 27001 – Information Security Management System
- ISO 22301 – Business Continuity Management System

In addition, OOMCO successfully conducted its Quality Forum with the participation of key regulatory stakeholders, strengthening regulatory engagement, alignment on quality and compliance expectations, and collaboration across the fuel and lubricants value chain. The Company also launched its Document Control Section in full alignment with the requirements of the National Records and Archives Authority (NRAA), further enhancing records management, governance, and compliance practices.

As part of its technical development agenda, OOMCO completed research activities related to Marine Lubricants, Sustainable Aviation Fuel (SAF), and Electric Vehicle (EV) lubricants, supporting innovation, technical advancement, and future-ready product development aligned with evolving market needs.

OOMCO remains committed to Oman's Net Zero Vision 2050, actively supporting national efforts to reduce carbon emissions through sustainable energy solutions. In 2025, OOMCO:

- Achieved a cumulative reduction of 3,590 tons of CO₂ emissions through solar power installations at 12 service stations and the operation of 23 Vapor Recovery Units (VRUs).
- Published its second Environmental, Social, and Governance (ESG) Report (2024), reinforcing its dedication to sustainability, transparency, and responsible governance.
- Participated in Oman Sustainability Week through its subsidiary EVO, which was awarded the Platinum Award in the E-Mobility Category, recognizing its contribution to sustainable transportation solutions.

In 2025, OOMCO successfully sold over 4.6 million liters of blended biodiesel (B5 & B20), generating a turnover of approximately OMR 1.3 million.

OOMCO expanded its solar energy solutions, signing an MOU to develop a 1 MW solar power project, aimed at optimizing revenue from its alternative energy business.

OOMCO's joint venture, EVO, expanded electric vehicle (EV) charging infrastructure, establishing 155 charging points across 75 locations in Oman, including key highway corridors, supporting nationwide EV adoption.

During the year, OOMCO generated 479.84 MWh of renewable energy from its solar and alternative energy initiatives.

With a strong commitment to safety, quality, sustainability, and technological innovation, OOMCO continues to drive transformation across the energy sector. Through clean energy initiatives, advanced safety protocols, and high-quality fuel and lubricant solutions, OOMCO remains dedicated to delivering excellence, reducing

environmental impact, and shaping a sustainable future for Oman's fuel and mobility industries.

Human Resources

OOMCO brand image, reputation and success are built on a foundation of personal and professional integrity. OOMCO has also become an employer of choice, offering premium employment and career development opportunities to a wide cross section of people.

OOMCO achieved an Omanisation ratio of 93% by end of 2025. This is a significant achievement as the field requires staff with specific skills to serve a wide spectrum of customers across the retail network and overall company's operations. To continue raising our performance, we dedicate our efforts to developing the capacities of our human capital across our various businesses: we provide them with opportunities to enhance further their knowledge of specialized and specific competencies in addition to a wide range of applied, technical and creative skills.

As a young and energetic Omani organization that prides itself on being a pioneer in the Sultanate's energy sector and a valued partner in the development of its infrastructure, OOMCO continuously seeks to bolster its existing workforce. A key factor of its long-term corporate objectives, the Company recruits the right Omani talents on the right job at the right time to become the preferred employer of choice within the fuel marketing sector.

Retail Network

The Retail division remains a core pillar of OOMCO's business, continuing its strategic expansion in line with the company's growth plan.

In 2025, OOMCO delivered a strong execution year across its retail network, reinforcing nationwide accessibility and strengthening customer reach across strategic locations. The retail footprint in Oman reached 239 operational service stations, with OOMCO operating 116 of these sites. These new service stations offer integrated services that meet all customer needs in one location, including fuel, retail stores, car care services, and food products.

Ultimax 98, OOMCO's highest octane fuel, remains a key premium product, now available at over 118 service stations. Its presence supports product differentiation, premium customer retention, and long-term value creation across strategic locations.

The year reflected strong business performance, with healthy fuel sales growth resulting from converting OOMCO retail sites into hubs with fully integrated services. In parallel, OOMCO achieved an exceptional 95% Mystery Motorist score, positioning the company as the leading performer in the national fuel retail market and reinforcing best-in-class service consistency across the retail network.

In terms of operating model, OOMCO operates 116 service stations, representing 49% of the total retail network, supporting greater control over operational standards, HSEQ compliance, and customer experience delivery.

Retail network development achieved key milestones, including the full opening of 3 NTI sites, operational readiness of 4 RnR sites, the upgrade of 5 Ahlain Convenience Stores to the new brand look, the opening of 2 new Ahlain stores, launch of 2 Café Amazon outlets, and activation of 2 service stations as Hubs. Many additional NTI, RnR, Hubs, Ahlain, and Café Amazon projects progressed into construction, reinforcing a strong development pipeline for 2026.

The Shop, Food, and Services (SFS) segment continues to drive the transformation of service stations into integrated, customer-centric destinations. Ahlain Convenience Stores operate 59 locations across Oman and remain under a modernization program to enhance the shopping experience. Café Amazon continues nationwide expansion with 16 outlets, ensuring strong coverage across strategic hubs including Muscat, Sohar, and Salalah.

In alignment with OOMCO's digital transformation and monetization strategy, the retail platform continues to build incremental commercial value through an expanded digital media portfolio. The digital portfolio now comprises 100 high-impact assets across forecourts and Ahlain stores, featuring a strategic mix of Mega screens, LED displays, SDS and Smart Screens. Beyond enhancing site aesthetics and customer engagement, this network serves as an additional revenue driver by offering premium advertising opportunities across key high-traffic locations.

The Fuel Cards division remains a key driver of growth and value creation for OOMCO, offering secure, convenient, and innovative fueling solutions that consistently set industry benchmarks. In 2025, the division achieved remarkable milestones, highlighted growth in fuel card sales, supported by the increased uptake of e-Fill services that enable seamless, cashless transactions and improved customer convenience at the pump. A standout achievement of the year was securing incremental market share in the National Subsidy System (NSS), underscoring the strong public confidence in OOMCO's infrastructure and service reliability. In parallel, the division continued to prioritize accessibility through expanded bank card transaction capabilities by increasing the deployment of POS terminals across service stations and optimizing merchant rates with banking partners, enabling more cost-effective and efficient payment processing.

With disciplined execution, integrated retail offerings, and a continued focus on premium products, digital enablement, and customer convenience, OOMCO's Retail business is well-positioned to sustain growth momentum, enhance commercial resilience, and reinforce OOMCO's leadership in Oman's fuel retail market.

International Retail

In 2025, OOMCO continued its international retail expansion, achieving significant progress in the Kingdom of Saudi Arabia (KSA). As of date, the company successfully operates 49 service stations across various regions of the Kingdom, marking a major milestone in its growth journey. In addition, OOMCO has secured several new service station locations that are currently under construction in the Eastern and Western regions, further strengthening its expansion strategy.

The year also marked the successful completion of several strategic and operational milestones in KSA. These included the launch of Al-Rayan Site, the largest service station in OOMCO's history (93,000 sqm), the integration of a cloud-based CCTV system connected to Head Office, the readiness of the first site for M98 fuel pumping, and the deployment of the first Special Digital Screen in partnership with the Omani SME company Mubashir. Additionally, OOMCO successfully renewed its Ministry of Energy Qualification Certificate for a further two-year period.

In Tanzania, OOMCO maintained operational continuity across its network of 12 service stations. The company continues to optimize its international portfolio and evaluate strategic options in alignment with long-term business objectives and evolving market dynamics.

Commercial

In 2025, OOMCO's Commercial Fuel Business delivered a strong performance, achieving solid profitability while successfully expanding its customer portfolio despite an increasingly competitive market and sustained margin pressures across the sector. Through a clear focus on operational efficiency, reliable delivery, and the strengthening of strategic partnerships, the business demonstrated resilience and continued to create tangible value for its customers.

A central pillar of the Commercial strategy is the transition toward alternative and lower-carbon fuels. This strategic direction supports business growth while aligning closely with Oman's national carbon-reduction and sustainability objectives. By expanding into this segment and deepening relationships with both existing and new customers, OOMCO is playing an active role in supporting the country's energy transition and reinforcing its position as a trusted partner in cleaner energy solutions.

Innovation and integrated solutions remained at the core of the Commercial Fuel Business in 2025. The company advanced a differentiated value proposition supported by

clear market segmentation strategies, enabling growth across multiple customer segments while effectively addressing the operational and commercial needs of diverse industries. Further strengthening its B2Smart identity, OOMCO continued to leverage digital transformation to enhance customer experience, transparency, and service efficiency. Through the development of digital platforms and smart mobility solutions, the business delivered more seamless, data-driven, and customer-centric services, reinforcing long-term customer loyalty and satisfaction.

OOMCO's Commercial Fuel Business is actively involved in several strategic projects and national initiatives that will enhance Oman's competitiveness and support sustainable economic growth in the years ahead. These initiatives reflect OOMCO's commitment to driving progress, strengthening economic resilience, and contributing meaningfully to the Sultanate's long-term development agenda.

Aviation

The aviation sector continued to face significant margin pressure in 2025, driven by intensified competition and the strong bargaining power of airline customers. Despite these challenges, OOMCO delivered a solid performance by maintaining a disciplined cost structure, leveraging operational efficiencies, and upholding high standards of Health, Safety, Environment, and Quality (HSEQ).

In 2025, OOMCO achieved a 14% year-on-year increase in aviation fuel volumes, reflecting the resilience of its aviation business and its ability to compete effectively in a challenging market. The Company successfully retained its key customers, including Oman Air and Salam Air, while also securing a five-year contract with Royal Flight, reinforcing long-term revenue visibility and customer confidence.

OOMCO continued to provide fueling services to Royal Oman Police and the Royal Air Force at Muscat International Airport, in addition to serving several major international airlines, including Emirates, Etihad, Indigo, Ethiopian Airlines, and Pakistan International Airlines, among others. The Company maintained its position as the sole aviation fuel operator at Sohar Airport, while holding approximately 50% market share at Muscat International Airport and 100% market share at Sohar International Airport.

Operational excellence remained a key differentiator in 2025. OOMCO successfully executed more than 24,000 fueling operations during the year without any major incidents or accidents, while achieving an on-time fuel delivery performance rate of 99.9%. In parallel, the Company optimized its operating cost base, delivering approximately 10% savings against the annual aviation budget, further strengthening financial performance.

OOMCO continues to strengthen its aviation fuel business, ensuring reliable supply, cost efficiency, and service excellence, positioning itself for sustained growth in an evolving market.

Lubricants

In 2025, Oman Oil Lubricants delivered a strong performance, driven primarily by progressive growth in the B2B segment. Volume sales exceeded budgeted targets, supported by deeper penetration in key industrial and commercial accounts. A notable shift toward higher-margin specialty-grade lubricants further strengthened performance, contributing significantly to value growth and reinforcing the SBU's position as a leader in the sector.

The introduction of Smart Gain Services for the Oil & Gas sector enhanced customer engagement, providing value-added technical solutions that differentiate the offering and support long-term partnerships. These services reinforce the brand's position as a solutions provider rather than a commodity supplier.

In BP and Castrol retail business, particularly small pack sales, performance experienced a temporary setback due to evolving consumer behavior, delayed payments, Chinese OEM influences, and changes in the high- and low-tier brand pricing matrix. Focused initiatives were implemented to protect market presence and optimize channel

performance.

From a brand perspective, Castrol achieved a major milestone by being recognized as the Most Trusted Brand in Oman. Participation in a high-visibility campaign with a premium sports car brand further enhanced brand visibility and reinforced positioning as a preferred choice in the synthetic lubricants segment.

Customer Care

In 2025, the Customer Care Department continued to support OOMCO's commitment to customer satisfaction by delivering efficient and reliable service across Oman and KSA. Through continuous engagement and proactive communication, customer inquiries, complaints, and fuel requests were managed effectively via the Customer Care Center System, ensuring a consistent and responsive customer experience.

Customer relationship strengthening remained a priority through annual engagement initiatives and leadership-led field visits. During Customer Week in October, executive management and senior leaders conducted visits to service stations across multiple governorates in Oman, gaining direct insights into customer expectations and operational service challenges, which supported ongoing service improvement efforts.

In addition, the introduction of the Online Ordering Method marked a key development during the year, enhancing service accessibility while improving operational efficiency and consistency in service delivery.

Information Technology & Data Management

In 2025, the Information Technology & Data Management (IT&DM) Department at Oman Oil Marketing Company (OOMCO) advanced its digital transformation agenda with several key achievements that improved operational efficiency, cybersecurity, and business integration.

A major milestone was the implementation of the service station sales automation solution in OOMCO KSA, which enhanced operational control, strengthened financial management, and ensured regulatory compliance.

To further reinforce cybersecurity, the department deployed Data Loss Prevention (DLP) and Mobile Device Management (MDM) solutions, significantly reducing risks related to unauthorized access and data breaches. The completion of the Data Classification Project strengthened data governance, improving security and compliance across the organization.

As part of OOMCO's strategy to enhance system reliability and optimize operational expenditure, the IT&DM Department successfully migrated the company's enterprise email infrastructure to Microsoft 365 after securing all regulatory approvals. This transition introduced advanced threat protection, multi-layer security controls, scalable cloud resources, modern collaboration tools, and improved business continuity through geographically redundant cloud services.

Digital innovation also progressed with the deployment of a project management system to enhance project tracking and reduce operational time and costs. Additionally, upgrades to the HR Performance Management System (PMS) improved performance monitoring and alignment between employee objectives and business goals.

Supporting OOMCO's goal of becoming a data-driven enterprise, the department initiated the development of a centralized enterprise data warehouse and integrated performance reporting platform. The modern architecture includes automated ETL/ELT pipelines, a unified data lake/lakehouse, and governed data marts covering operational, financial, CRM, ERP, loyalty, and IoT data. It also incorporates data quality frameworks, metadata management, data lineage, master data management, and role-based governance to ensure accuracy, reliability, and audit compliance. This foundation enables near real-time dashboards, statutory and business reporting, self-service analytics, and

future AI/ML capabilities.

Through these strategic initiatives, the IT&DM Division has strengthened OOMCO's digital ecosystem, improved operational resilience, and positioned the company for continued growth. The division remains committed to driving innovation, operational excellence, and technological leadership in support of OOMCO's long-term business objectives.

Marketing & Digital

In pursuit of customer-centric excellence, the Marketing and Digital department at OOMCO have continued to drive growth, engagement, and innovation, leveraging digital transformation and strategic partnerships to enhance customer experiences. By implementing targeted marketing campaigns, introducing innovative fuel initiatives, and strengthening digital outreach, OOMCO has successfully reinforced its position as a market leader in premium fuel offerings and retail excellence.

A key achievement was the expansion of Ultimax98 availability to more than 118 service stations nationwide, supporting sustained sales growth and securing strong margins from premium fuel offerings.

Brand reach and digital engagement recorded strong momentum throughout the year. OOMCO's social media platforms recorded a total increase of 9,320 followers across all channels (Instagram, LinkedIn, X, and Facebook), bringing the overall community to 299,439 followers. This growth was further supported by collaborations with more than 10 social media influencers. Ahlain achieved a rapid gain of over 10,000 followers within one month through a high-impact social media contest, while Café Amazon successfully met its 20K follower KPI.

Purpose-driven digital engagement remained a priority, highlighted by the Ramadan "Points for Good" campaign, which enabled app users to donate loyalty points for charitable causes, reinforcing OOMCO's commitment to community impact and meaningful customer engagement.

Customer loyalty and payment digitization advanced significantly during the year, with more than 134,000 loyalty cards activated. In addition, Basma Pay (NFC) was successfully launched in July 2025, achieving over 24,000 activated NFC stickers and enhancing convenience through seamless, contactless payments.

On the B2B front, digital transformation initiatives delivered tangible results, with PCMO small pack sales volumes increasing by approximately 26% and revenue growing by OMR 72K year-on-year. Mechanic promotions were successfully digitalized through the OOMCO App, providing real-time visibility into promotion effectiveness and establishing a strong foundation for a data-driven secondary sales push through improved targeting and personalization. The initiative further enhanced brand advocacy, improved secondary sales performance, and enabled the company to capitalize on accurate, actionable data, while delivering instant gratification through a secure, verified, and user-friendly digital system.

Retail execution excellence was strengthened through the implementation of standardized planograms, shelf-dominance strategies, and enhanced point-of-sale materials with clear pricing, improving in-store visibility and customer purchase decisions across more than 40 retail sites. Merchandising audits were conducted with a focus on competitor share displacement and market presence, supported by over 1,200 shop visits to ensure consistent execution. In parallel, seven new branded oil change centers were successfully launched, creating dedicated customer touchpoints and reinforcing brand presence. Seasonal and regional targeting initiatives further supported growth, including Khareef promotions executed across 14 service stations and LubExpress locations, the launch of Maximo Ultra Marine specifically positioned for marine applications, and the sale of over 1,000 lubricant cans.

Through integrated marketing, digital innovation, and disciplined execution, OOMCO's Marketing and Digital function continued to enhance customer experience, expand market reach, and reinforce the company's leadership position in Oman's evolving energy and retail landscape.

Digital Advancements

In 2025, OOMCO accelerated its digital transformation agenda through system modernization, enhanced governance controls, and scaled customer engagement initiatives across retail and B2B platforms. Key system upgrades included migration to a new customer loyalty system, implementation of a fraud prevention framework, KYC enablement, advanced system uptime logs with incident reporting, POS machine application enhancements, statistics generator tools, the addition of new CRM channels, and the launch of a new voucher ecosystem via LikeCard, including fuel vouchers.

Customer experience improvements were driven by a full mobile application UI/UX revamp, resulting in enhanced app ratings and stronger digital adaptation. Google Maps integration was expanded to improve network accessibility and navigation, covering 223 service stations, 17 Ahlain stores, and 16 Café Amazon locations.

Loyalty and engagement initiatives were further strengthened through Lubricants loyalty program, Fillers Incentive Program, Ahlain SMS campaigns and Ramadan donation program.

Campaign execution maturity increased significantly, with a total of 175 campaigns executed during the year, comprising 152 production campaigns and 23 testing campaigns. These included 65 journey-based campaigns (18 production and 47 testing) and 16 promotional campaigns.

Geo-fencing capabilities were actively leveraged through targeted initiatives, including the Salalah geo-fencing campaign and journey-based geo-fencing campaigns designed to enhance contextual customer engagement.

Digital platform performance continued to scale throughout 2025, with the mobile application recording 259,000 downloads, 366,000 active users, and 252,000 registered loyalty users. Digital payments gained strong traction, with 146,000 Basma Pay (NFC) transactions processed during the year. Payment gateway activity reached 1.3 million transactions, generating a total transaction value of OMR 28.4 million.

Governance and risk controls were reinforced through enhanced fraud monitoring capabilities. During the year, 296 filler-related fraud cases were identified, with the maximum individual case value estimated at approximately OMR 495, supporting improved transparency, loss prevention, and operational control.

These achievements reflect OOMCO's unwavering commitment to innovation, customer satisfaction, and technological excellence. By continuously enhancing its digital offerings, optimizing operational capabilities, and leveraging cutting-edge technologies, OOMCO remains at the forefront of digital transformation, ensuring sustained leadership in the fuel and retail industries.

Outlook

As OOMCO continues to play a pivotal role in Oman's economic growth, the company remains committed to a forward-thinking strategy focused on new investments, strategic joint ventures, and the expansion of non-fuel revenue streams, particularly in Shop, Food, and Services (SFS). With a clear vision to become the most customer-centric fuel marketer in the GCC, OOMCO is actively expanding its local and international presence, with ongoing growth initiatives in the Kingdom of Saudi Arabia.

A key element of this expansion is the implementation of an innovative retail model, positioning OOMCO's service stations as lifestyle destinations. The introduction of MEGA service stations will redefine customer experience by offering a comprehensive range of facilities, including money exchange outlets, gyms, restaurants, post offices, laundry services, children's play areas, and family-friendly shopping centers. This unique approach reinforces OOMCO's commitment to enhancing customer convenience and establishing itself as the preferred one-stop-shop for fuel and retail services.

Beyond fuel retail, OOMCO is actively strengthening its lubricants business, further expanding across regional and international markets. With an existing footprint in multiple countries, the company aims to solidify its position as a leading lubricants provider, leveraging innovation, quality, and market expansion strategies.

Guided by its five-year strategic plan (2022-2026), OOMCO remains focused on strategic diversification, domestic and international expansion, and a transition towards renewable energy solutions. By continuously expanding its footprint, diversifying revenue streams, and exceeding customer expectations, OOMCO is well-positioned to deliver innovative solutions that meet evolving market demands.

As we conclude our review of OOMCO's operational performance for 2025, we look ahead with confidence. With a customer-centric approach, strategic initiatives, and a commitment to innovation, OOMCO remains dedicated to driving sustainable growth and long-term success in the energy and retail sectors.

Tarik Mohammed Al Junaidi

Chief Executive Officer